

MBA COURSE STRUCTURE AND SYLLABUS
(Effective from Academic Year 2021-22 Admitted Batch)

MBA- I -YEAR – I -SEMESTER

CODE	SUBJECT	L	T	P	C
21BM6111	Management and Organizational Behaviour	3	1	0	4
21BM6112	Business Economics	3	1	0	4
21BM6113	Financial Accounting & Analysis	3	1	0	4
21BM6114	Research Methodology and Statistical Analysis	4	0	0	4
21BM6115	Legal and Business Environment	3	1	0	4
OPEN ELECTIVE	21BM6161 Technology Management 21BM6162 Project Management 21BM6163 Rural Marketing 21BM6164 Total Quality Management	3	0	0	3
21BM6157	Business Communication Lab.	0	0	4	2
21BM6158	Statistical Data Analysis Lab	0	0	4	2
Total					27

MBA- I -YEAR – II -SEMESTER

CODE	SUBJECT	L	T	P	C
21BM6211	Human Resource Management	3	1	0	4
21BM6212	Marketing Management	3	1	0	4
21BM6213	Financial Management	3	1	0	4
21BM6214	Quantitative Analysis for Business Decisions	3	1	0	4
21BM6215	Entrepreneurship	3	1	0	4
21BM6216	Logistics & Supply Chain Management	3	1	0	4
OPEN ELECTIVE	21BM6261 Intellectual Property Rights 21BM6262 International Business 21BM6263 Management Information System 21BM6264 Hospitality and Tourism Management	3	0	0	3
21BM6281	Industry Analysis Report and Evaluation	0	0	4	2
Total					29

Internship during Summer vacation (after Semester –II)

MBA- II -YEAR –I -SEMESTER

CODE	SUBJECT	L	T	P	C
21BM7111	Production & Operations Management	4	0	0	4
21BM7112	Data Analytics	4	0	0	4
21MB7113	Corporate Governance and Business Ethics	4	0	0	4
21BM717X M1,H4,F7,EA	Elective –I	4	0	0	4
21BM717X M2,H5,F8,EB	Elective – II	4	0	0	4
21BM717X M3,H6,F9,EC	Elective – III	4	0	0	4
21MB7182	Internship Report and Evaluation	0	0	4	2
21MB7191	Leadership/ Entrepreneurship Seminar	0	0	4	2
AUDIT COURSE 21MC6004	NPTEL SWAYAM COURSE	Students should register and complete any of the NPTEL course during this semester			
TOTAL CREDITS					28

MBA- II -YEAR –II -SEMESTER

CODE	SUBJECT	L	T	P	C
21BM7221	Strategic Management	4	0	0	4
21BM727X M1,H4,F7,EA	Elective – IV	4	0	0	4
21BM727X M2,H5,F8,EB	Elective – V	4	0	0	4
21BM727X M3,H6,F9,EC	Elective – VI	4	0	0	4
21BM7283	Pre-submission of Project Work Präsentation	0	0	4	2
21BM7284	Project Work Dissertation & Viva Voce Exam	0	0	8	4
TOTAL CREDITS					22

LIST OF ELECTIVE SUBJECTS

Students have to select any One Specialization (Marketing, Finance, Human Resources, and Entrepreneurship) and he/she needs to select the Core Elective subjects listed under the chosen specialization only.

CHOOSE ANY ONE OF ELECTIVES

CODE	SUBJECT
MARKETING	
21BM7171	Consumer Behaviour
21BM7172	Services Marketing
21BM7173	Digital Marketing
21BM7271	International Marketing
21BM7272	Customer Relationship Management
21BM7273	Advertising and Sales Management
ELECTIVE – HR	
21BM7174	Performance Management Systems
21BM7175	Learning and Development
21BM7176	Management of Industrial Relations
21BM7274	International Human Resource Management
21BM7275	Talent and Knowledge Management
21BM7276	Leadership and Change Management
Finance	
21BM7177	Security Analysis and Portfolio Management
21BM7178	Financial Institutions, Markets and Services
21BM7179	Strategic Management Accounting
21BM7277	International Financial Management
21BM7278	Strategic Investments and Financing Decisions
21BM7279	Management of Derivatives
Elective – ENTREPRENEURSHIP	
21BM717A	Start-Up Management
21BM717B	MSME Management
21BM717C	Family Business Management
21BM727A	Entrepreneurial Finance
21BM727B	Entrepreneurial Marketing
21BM727C	Creativity, Innovations and Entrepreneurship

PEDAGOGY FOR VBIT MBA

Case Analysis and Preparation:

Business Administration and Management can be well understood if cases are analysed by students and faculty in every class daily. This will enable MBA students develop communication skills and give exposure to practical and live examples of how managers are taking decisions on different situations they come across on a regular basis. In addition, students should interact with company executives and prepare case lets. This will help them understand the internal and external factors affecting an organization's growth and also understand the challenges of executives and the organization.

Student Presentations on Field Visits

Students should make a field visit to any small, medium or large organization or any entrepreneur. They can also visit shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model. They may also offer to help the business organizations over a period of two years (as and when possible) and gain the practical exposure. Presentation of their experiences during the field visits will enable them to enhance their creativity towards solutions for the issues and challenges they observe during the field visits.

Expert Lectures and Seminars

The faculty of the MBA departments should organize seminars and give opportunity for their students to express their ideas. Faculty from the college or nearby colleges can be judges to evaluate performance in the seminar presentations. Every faculty of marketing, finance, HR and Systems should come together to conduct a two-day seminar for each elective they teach and experts from the industry and academia should be invited to share their ideas. College managements are requested to give their full support in this regard.

Industrial Visits:

All the MBA students should plan and visit various organizations and observe the real-life situations and problems. This will enable them to understand how different strategies, policies and approaches are implemented in different organizations.

Faculty as Facilitator:

There are several sources of cases available from books, business magazines like Business Today, Business World etc., News Papers like Business Standard, Journals like HBR, Vikalpa etc. Even soft copies of these cases are available in the internet. For example, if we type business standard cases in Google we can see weekly cases along with solutions offered by the corporate executives. Faculty should inspire students and act as a facilitator to motivate students to analyse cases in every class and also encourage them to go for field visits.

21BM6111-MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Objectives: The course enables the students

1. To learn the fundamentals of management and Organizational behaviour.
2. To understand the relevance of Dynamics of Management & OB.
3. To understand their individual and group behaviour.

UNIT I:

Introduction to Management: Management - Meaning - Basic concepts of management, Japanese Management Systems, Role of managers – Functions & Principles of management - Historical roots of contemporary management practices.

UNIT II:

Planning & Organizing: Foundations of planning - Types of plans - Approaches to planning - Planning in dynamic environment, Organizational designs and structures - traditional and contemporary organizational designs. Organizational culture and ethical behaviour - factors shaping organizational culture-creating an ethical culture.

UNIT III:

Communication, Negotiations & Conflicts: Communicating effectively in organizations - communication process-barriers to communication-overcoming barriers to communication - persuasive communication-communication in crisis situations. Power, Conflict and Negotiations- Sources of individual Power, functional and divisional Power, Organizational politics. Conflict - causes and consequences - Pondy's model of organizational conflict- conflict resolution strategies.

UNIT IV:

Organizational Behaviour: Organizational behaviour - Meaning, Nature, Scope and Importance - Individual differences - Cognitive Skills, IQ, Attitudes, Values, Personality - The Big 5 Model of personality - organizationally relevant personality traits. The nature of perception - Characteristics of the perceiver, target and situation - perceptual problems, emotional intelligence, Impression

management – Group formation - Stages of Formation – Types – Group Decision Making – Group Cohesiveness.

UNIT V:

Motivation: Motivation-Content and Process Theories, Leadership - early and contemporary approaches to leadership. Groups and group development - turning groups into effective teams.

Note: Related Case studies will be dealt with & micro-projects will be assigned.

Outcomes: At the end of this course, students will be able to

1. Learn the history of management and the contribution of important management researchers.
2. Understand the relevance of environmental scanning, planning and how to take decisions.
3. Learn how to delegate authority and use power to influence people to get the work done through proper communication and control.
4. Understand how employees behave in organizations. Students should be able to correct their individual behaviour and group behaviour.
5. Evaluate, motivate and lead employees towards achievement of organizational mission and objectives.

Textbooks:

1. Robert N Lussier, Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012.
2. Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson 14th Edition, 2012.

References:

1. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behaviour”, Published by Pearson Education Inc.
2. Jon L Pierce and Donald G. Gardner, “Management and Organizational behaviour”, Cengage Learning India (P) Limited.
3. Richard Pettinger, “Organizational Behaviour”, 2010 Routledge.
4. Dipak Kumar Bhattacharya, “Organizational Behaviour, Concepts and Applications”, Oxford

5. K. Aswathappa, "Organizational behaviour", Himalaya Publishing House
6. R. Satya Raju and A. Parthasarathy, "Management", 2009, PHI Learning (P) Limited.
7. John Schermerhorn, Jr., James G. Hunt and Richard N. Osborn, "Organizational Behaviour", 10th edition, Wiley India Edition.
8. Karminder Ghuman and K. Aswathappa, "Management", Tata McGraw Hill. New Delhi.
9. Arun Kumar and N. Meenakshi, "Organizational Behaviour, A modern approach", Vikas
10. VSP Rao, "Organizational Behaviour", 2009, Excel, New Delhi.
11. Jai B.P. Sinha, "Culture and Organizational Behavior", 2008, Sage Publications.
12. Stephen P. Robbins, Jennifer George and Gareth Jones, "Management and Organisational Behaviour", Pearson Education Inc.
13. Dr. S. S. Khanka, "Organizational behaviour", S. Chand.
14. Fred Luthans, Organisational Behaviour, McGraw Hill, 20th Edition, 2011

21BM6112 - BUSINESS ECONOMICS

Course Objectives: The course enables the students

1. To acquire knowledge in Business Economics.
2. To understand the economic environment of an organization & the Nation.
3. To understand the profit planning, forecasting & policy formulation by business.

UNIT I:

Introduction to Managerial Economics: Definition, Economic Environment of India, Nature and Scope of ME, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

UNIT II:

Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques.

UNIT III:

Production Analysis: Production function, Production functions with one/two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Iso costs, Returns to Scale and Returns to Factors, Economies of scale. Cost Theory and Estimation: Cost curves in the short and long run – estimating cost functions.

Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership

UNIT IV:

Perfect competition: Perfect competition, Output decisions of firms, equilibrium of the industry in the short and long run – supply-demand analysis – effects of price control. Monopoly and simple

Oligopoly – Price and output decisions under monopoly, discriminating monopoly, effects of price control, kinked demand curve hypothesis.

UNIT V:

Pricing Practices: Pricing philosophy. Nature of profit, Profit Policies, Profit Planning and Forecasting.

Note: Related Case studies will be dealt with & micro-projects will be assigned.

Outcomes: At the end of this course, students will be able to

1. Understand the basic economic principles
2. Analyse and Forecast the demand
3. Analyse Production Cost
4. Understanding Market Structures and Competition
5. Estimating Pricing Philosophy

Textbooks:

1. Geetika, Ghosh Piyali, Choudhury Purba Roy, Managerial Economics 3rd Edition, TMH, 2018,
2. Mehta P L, Managerial Economics, 9th Edition, Sultan Chand & Sons, 2002

References:

1. G S Gupta, Managerial Economics, 2nd edition, TMH, 2012.
2. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: Managerial Economics, 14th edition Pearson, 2012.
3. Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
4. W. Bruce Allen, Managerial Economics Theory, Applications, and Cases Viva 7th Edition 2011.
5. Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
6. Timothy C.G. Fisher, David Prentice and Rober Waschik, Managerial Economics - A Strategic Approach, Routledge, 2010.
7. A. R. Aryasri: Managerial Economics and Financial Analysis, McGraw-Hill, 2011

21BM6113 - FINANCIAL ACCOUNTING AND ANALYSIS

Course Objectives: The course enables the students

1. To provide the basic inputs on maintaining books of accounts, preparation of financial statements, analysis and interpretation of financial statements.
2. To develop an understanding of the various forms of reporting (other than Financial Statements) and accounting for special transactions, and apply such knowledge in problem solving.
3. To provide the basic inputs on maintaining books of accounts, preparation of financial statements, analysis and interpretation of financial statements.

UNIT I:

Introduction to Financial Accounting: Accounting Concepts, Principles, Bases and Policies: Accounting Principles. Double Entry Accounting: Classification of accounts, Accounting Equation approach, Journal, Posting to Ledger accounts. Trial Balance: Objectives of trial balance, Methods of trial balance, adjustment entries, errors and their rectification.

UNIT II:

Preparation of Final Accounts: Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet. Final Accounts with Adjustments-Provision for doubtful debts, Discount on Debtors and Creditors, Bad Debts, Interest on Capital, Prepaid expenses, outstanding expenses, etc.,

UNIT III:

Depreciation and Inventory Valuation: Depreciation: Causes, Importance and Methods of Depreciation. Inventory Valuation: Need, Importance, methods-FIFO, LIFO, HIFO, simple average, Weighted Average price, Standard Price and Inflated price.

UNIT IV:

Financial analysis: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

UNIT V:

Significance, Classification, Limitations of ratios. Financial Ratio Analysis - Liquidity, leverage, solvency and profitability ratios – Du Pont Chart Analysis –Cases. Accounting Standards Issued by ICAI- Focus on importance of Standards to give a general view on Financial Accounting practices, International Financial Reporting Standards (IFRS).

Outcomes: At the end of this course, students will be able to

1. Understand and interpret financial statements with confidence.
2. Analyse financial statements as means of business communication.
3. Evaluate Depreciation and Inventory valuation of the given organization.
4. Understand the process of issue of Debentures
5. Evaluate analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

Textbooks:

1. Dr.S.N. Maheshwari and Dr.S.K. Maheshwari: Financial Accounting, Vikas, 2009.
 2. Kakani Ramachandran, (2011), Financial Accounting for Management, 3rd edition, McGraw Hill, India
- References:
3. Robert N.Anthony, David F.Hawkins and Kenneth A.Merchant: Accounting –Text and Cases, 12/e TMH, 2008.
 4. Gokul Sinha: Financial Statement Analysis, PHI, 2009
 5. Ambrish Gupta: Financial Accounting Management -an Analytical Perspective, Pearson Education-2009
 4. Jawaharlal: Accounting for Management, HPH,2008
 6. Stice&Stice: Financial Accounting Reporting & Analysis, Cengage, 7/e, 2008.
 7. Horngren: Financial Accounting, Pearson, 2009.
 8. Weygandt, kieso, kimmel: Financial Accounting, 4/e, Wiley 2006.
 9. Carl Kester, Richard S Ruback, Peter Tufano: Case Problems in Finance, 12/e, TMH, 2007
 10. R Narayanaswamy: Financial Accounting: A Managerial Perspective, PHI,2008
 11. Khatri, (2011), Financial Accounting, 1st edition, McGraw Hill, India.

21BM6114 - RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

Course Objectives: The course enables the students

1. To understand research problem formulation.
2. To understand the basic statistical tools for analysis
3. Interpretation of qualitative & quantitative data

UNIT - I:

Introduction to Research - Types of Research, Research Process-Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables- sources of error in measurement- Ethics in business research.

UNIT-II:

Introduction to Research Methodology: Meaning of research problem, Sources of research problem, Criteria Characteristics of a good research problem, Errors in selecting a research problem, Scope and objectives of research problem. Approaches of investigation of solutions for research problem, Purpose of Research design, Types of Research. Design data collection, analysis, interpretation, Necessary instrumentations.

UNIT –III:

- a) Tabulation of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, two dimensional and three-dimensional diagrams and graphs
- b) Small Sample Tests - t-Distribution-properties and applications, testing for one and two means, paired t-test.

UNIT – IV:

- a) Analysis of Variance - One Way and Two-Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

b) Correlation Analysis- correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, Linear and Multiple regression analysis, Discriminant analysis, Exploratory Factor Analysis. Introduction to Structural Equation Modelling, Cluster Analysis and Conjoint Analysis.

UNIT – V:

Time Series Analysis and Report Writing: a) Components, Models of Time Series—Additive, Multiplicative and Mixed models; Trend Analysis Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, unweighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

b) Importance of Report writing, Types of Research Reports, Report Preparation and presentation, Report structure, Report formulation, Guides for effective documentation, Research Briefings. Referencing styles and citation in Business Management Research.

Outcomes: At the end of this course, students will be able to

1. Understand research problem formulation.
2. Analyse research related information
3. To apply, analyse various simple & advanced statistical tools
4. To apply the principles of research methodology for various projects

Text Books:

1. Ranjit Kumar, 2nd Edition, "Research Methodology: A Step by Step Guide for beginners"
2. S C Gupta, "Fundamentals of Statistics", HPH, 2012

References:

1. Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019.
2. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin , Barry J. Babin, Business Research Methods Cengage Learning, 2012.
3. Prahalad Mishra, Business Research Methods, Oxford University Press, 2015
4. Naval Bajpai, Business Research Methods, Pearson Publications, 2e 2017
5. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 2018.
6. P.C. Tulsian, Bharat Jhunjunwala, Business Statistics, S. Chand, 2016

21BM6115 - LEGAL & BUSINESS ENVIRONMENT

Course Objectives: The course enables the students

1. To understand Legal and regulatory framework for doing business in India.
2. To understand different types of business environments which they should review before taking managerial decisions.

UNIT I:

Introduction to Companies Law: Companies Act, 2013: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

UNIT II:

Introduction to Law of Contract: Nature of Contract and Essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract. Indemnity and guarantee, Contract of Agency.

UNIT III:

Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale, Auction sale and E-auctions.

Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.

UNIT IV:

Business Environment: Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy- Latest Union Budget- Reforms Undertaken by the government, Monetary Policy, Banking Sector Reforms.

UNIT V:

Business Regulations and Environment Laws:

- (a) Consumer Protection Act 1986, IT Act 2000
- (b) Environmental Law- Water, Air pollution, Green Tribunal in protecting Environment.

Note: Related Case studies will be dealt with& micro-projects will be assigned.

Outcomes: At the end of this course, students will be able to

1. Understand the formalities involved in incorporating a company and the nuances related to the Law of Contract.
2. Understand the implications of direct and indirect taxes, negotiable instruments Act and also about the Cyber Laws.
3. Understand the issues related to the industrial policy and regulation and their amendments from time to time.
4. Understand the terminology of the planning, commission and Union Budget.
5. Gain knowledge on Capital markets, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act which will be useful for them to take decisions to ensure growth and sustainability of the organizations.

Textbooks:

1. RSN Pillai, Bagavathi, Business Law, S. Chand, 2013
2. Justin Paul, "Business Environment: Text & Cases" TMH, 3/e, 2012

References:

1. MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.
2. Ravinder Kumar, Legal Aspects of Business, 4e, Cengage Learning, 2016.
3. K. R, Bulchandani, "Business Law for Management", 2009, HPH.
4. P.P.S.Gogna, Company Law, S.Chand, 2016.
5. RSN Pillai, Bagavathi, Legal Aspects of Business, S.Chand, 2016.
6. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 3e, 2011.
7. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012.
8. K. Aswathappa, "Essentials of Business Environment", 2009, HPH.
9. S C Gupta,"Fundamentals of Statistics", HPH, 2012

21BM6161 -TECHNOLOGY MANAGEMENT

Course Objective: To understand the importance of technology in conduct of business.

UNIT – I:

The Process of Technological Innovation: The need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation, Characteristics of Innovative firms, Dynamics of diffusion, A model of Innovation Adoption, Factors that drive the process of diffusion.

UNIT – II:

Technology Strategy: Collaborative Arrangements in domains of Technology Strategy, Risks of Collaborative Activity, Evolution of Technology Appropriation principles, External Sourcing of Technological Capability, Productivity of in-house R& D, influence of Environmental Trends

UNIT – III:

Research and Development: Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research for Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design for Manufacture, Developing Indigenous Substitute for Raw Materials.

UNIT – IV:

Technological Forecasting for Decision Making: Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization for Technological Forecasting. Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

UNIT – V:

Technological Intelligence: Levels of Technological Intelligence, External Vs Internal Technological Intelligence, Mapping Technological Environment, Mechanism for Data Collection,

Analytic Tools, Managing Environmental Analysis in organizations, Contemporary challenges in mapping the technology environment.

Note: Related Case studies will be dealt with& micro-projects will be assigned.

Learning Outcome: Student will be able to understand:

1. Importance of Technological Innovation
2. Importance of Research and development in technology management
3. Forecasting of Technology

Textbooks:

Norma Harison and Samson, Technology management – Text and cases, TMH, 2015

References:

1. Tarek Khalil, Management of Technology -The Key to Competitiveness and Wealth, Tata McGraw Hill, Boston, 2015.
2. V. K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
3. Shane, Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.
4. Khandwala, Corporate Creativity, TMH, 2015.
5. Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology,6e, Pearson

21BM6162 - PROJECT MANAGEMENT

Course Objective: The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

UNIT - I:

Introduction: Introduction to Project management –Project Characteristics- Project Life cycle – Project Identification, Formulation and Implementation- Project management in different sectors: Construction, Services Sector, Public sector and Government Projects. Systems approach to project management.

UNIT - II:

Project Appraisal: Project Planning – Steps in Project Planning - Scheduling - Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis-Project Risk Analysis.

UNIT - III:

Project Finance: Project Cost Estimation, Project Financing- Investment Criteria, Project Evaluation Techniques- Pay Back Period, Accounting rate of return, Net present value, Internal Rate of return, Profitability Index, Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis.

UNIT - IV:

Project Control: Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project Management, Scrum, Lean Production and project management.

UNIT - V:

Organizational Behaviour in Project Management: Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project

management, participative management, team building approach, Conflict Management in Projects, Stress Management.

Note: Related Case studies will be dealt with& micro-projects will be assigned.

Learning Outcome: Students will be able to understand

1. Importance of Project Management
2. Project Planning, Execution and implementation
3. Significance of teams in projects d) Project evaluation techniques.

Textbooks:

K. Nagrajan, Project Management, New Age International Publishers, 7e 2015.

References:

1. John M, Nicholas and Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
2. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and review, 6e, Tata Mc Graw Hill2008.
3. Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2015.
4. R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.

21BM6163 - RURAL MARKETING

Course Objective: The course enables the students

1. To understand the importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India and Strategies to be adopted by the corporate.

UNIT – I:

Introduction: Meaning - Evolution – Nature and Characteristics of Rural Market – Understanding the Indian Rural Economy – Rural Marketing Models – Rural Marketing Vs. Urban Marketing – Parameters differentiating Urban & Rural Market – Differences in consumer behavior in Rural and Urban market.

UNIT – II:

Rural Market Research: Sources of Information- Factors influencing rural consumers during purchase of products – Rural consumer Life style – Approaches and Tools of Marketing Research - Rural Business Research- Evolution of Rural Marketing Research – Sources and methods of data collection, data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.

UNIT – III:

Rural Marketing Mix: Rural Marketing Mix – Additional Ps in Rural Marketing – 4As of Rural Marketing Mix – New Product Development for Rural Market – Rural Market Product Life Cycle – Objectives behind new product launch – New Product development process.

UNIT – IV:

Rural Market Brand & Channel Management: Brand Loyalty in Rural Market – Regional Brands Vs. National Brands – Channel Management – Indian Rural Retail Market – Rural Retail Channel Management – Strategies of Rural Retail Channel Management.

UNIT – V:

Applications and Innovations: Marketing of Consumer products, services, social marketing, agricultural marketing, rural industry products- Innovation for Rural Market – Marketing Strategies – e-

Rural Marketing – Agricultural Co – operative Marketing – Rural Market Mapping – Corporate Social Responsibility – Organized Rural Marketing – IT for Rural Development – e-Governance for Rural India.

Course Outcome: Students will be able to understand:

- a) Rural Marketing opportunities
- b) Rural Economy and Environment
- c) Social and cultural aspects in rural India
- d) Innovations in rural marketing.

Textbooks:

1. Pradeep Kashyap, Rural Marketing, 3e Perason Education,2016.

References:

1. C.S.G.Krishnamacharyulu,LalithaRamakrishnan,RuralMarketing:TextandCases,Pearson Education,2009.
2. Balram Dogra &KarminderGhuman, Rural Marketing, TMH,2009.
3. Sanal Kumar Velayudhan, Rural Marketing, 2e Sage publications,2012.
4. T P Gopaldaswamy, Rural Marketing, Environment, problems, and strategies, 3e Vikas Publications,2016.

21BM6164 - TOTAL QUALITY MANAGEMENT

Course Objective: To facilitate students understand the quality concepts and tools and techniques relating to total quality management.

UNIT - I:

Principles and Practices - I: Introduction - Quality Gurus - Benefits of TQM – Quality Dimensions- Products and Services, Leadership and TQM, characteristics of Quality leaders. The Deming Philosophy - Quality councils - Strategic Planning - Customer Satisfaction-Customer perception of Quality - service Quality - Customer Retention - Employee Involvement - Employee survey – Empowerment -Gain sharing - Performance Appraisal.

UNIT – II

Principles and Practices-II: Continuous process Improvement - the Juran trilogy- The PDCA Cycle – Kaizen - Reengineering. Supplier Partnership – Partnering – Sourcing -Supplier Selection - Supplier rating- Performance Measures - Basic concept – Strategy - Quality cost - Bench marking - reasons for bench marking – Process - Understanding current performance - Pitfalls and criticism of benchmarking.

UNIT - III

Tools and Techniques-I: Information Technology-Computers and the quality functionsInformation quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards- Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMSRelation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process, Six Sigma.

UNIT - IV:

Tools and Techniques-II: Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-

Product Liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups.

UNIT - V:

Management Tools: Management Tools – Introduction - Forced field Analysis - Tree diagram - Process decision Program Chart - Statistical Process Control - Cause and Effect diagram - Histogram-state of control – Process Capability- Experimental Design-Hypothesis -Orthogonal Design -Two factors and Full Factors-Quality Strategy for Indian Industries - Quality Management in India.

Note: Related Case studies will be dealt with& micro-projects will be assigned.

Learning outcomes: Students will be able to understand

1. Importance of Quality
2. Principles and Practices of TQM
3. Tools and techniques in Quality management.

Textbooks:

Kanishka Bedi: Quality Management, Oxford, 2015

References:

1. Joel E Ross : Total Quality Management, 3e,CRC press,2015.
2. Dale H.Besterfeild, CarlonBesterfeild: Total Quality Management, Pearson Education, 2015
3. Sridharabhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M Charantimath Total Quality Management, Pearson Education, 2015
5. Dr.S.Kumar , Total Quality Management, University Science Press, 2015

21BM6157 - BUSINESS COMMUNICATION LAB

Course Objectives: The course enables the students

1. To understand how to write business letters and improve written communication.

UNIT-I

Introduction: Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication, Non-Verbal Communication, Listening, Communication through Social Media, Business Meetings.

UNIT-II

Developing Business Writing Skills: Importance of Writing Business Communication, Process of Writing, Process of Revision, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Business Memos.

UNIT-III

Business Reports and Proposals: Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal.

UNIT-IV

Oral and Employment Communication: The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Dynamics of Group discussions, Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, preparing for the job interview, Practicing Business etiquettes.

UNIT-V

Contemporary Aspects in Communication and Careers: Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations. Introduction, Career Building, understanding yourself, setting a career goal, job search / looking at various options and attending Job Interviews

Note: Related Case studies will be dealt with& micro-projects will be assigned.

Outcomes: At the end of the course, students will be enabled with the following skills.

1. Understanding the process of effective business communication
2. Developing Business Writing Skills
3. Writing Business Reports and Proposals
4. Analysing Oral and Employment Communication
5. Evaluating Contemporary Aspects in Communication and Careers

Text Books:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012

Reference Books:

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. P. Subba Rao, B. Anita Kumar, C. HimaBindu, Business Communication, Cengage Learning India. Pvt. Ltd.2012.
3. Stephen Bailey, Academic Writing for International students of Business, Routledge,2013.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi,2013.
5. Sailesh Sen Gupta, Business and Managerial Communication, PHI,2011

21BM6158 - STATISTICAL DATA ANALYSIS LAB

Course Objectives: The course enables the students

1. To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

UNIT I:

Introduction to Statistical Packages - MS - EXCEL/SPSS: Introduction, uses, functions and features of Statistical Packages, Getting started with excel/SPSS, Highlights and main functions: Home, Insert, page layout, formulas, Data, review, view, add-ins, using help function, Customizing the Quick Access Toolbar. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists

UNIT II:

Tabulation, Graphical presentation of data - Data Analysis using Pivot Tables and Pivot Charts. Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measures of Central Tendency: Mean, Median and Mode. Measures of Dispersion: Range, Standard deviation and Variance, Coefficient of variation, Measure of Skewness.

UNIT III:

Linear Correlation and Regression Analysis: Covariance, Pearson's Correlation Coefficient, Scatterplot, Spearman's rank Correlation Coefficient, Regression lines.

UNIT IV:

Parametric and Non- Parametric Hypothesis Testing: Procedure for Testing of Hypothesis, One Sample t-test for the Population Mean, Two Sample t-test for independent Samples, Paired Sample t test. F-test for two population Variances (Variance ratio test), ANOVA One Way Classification, ANOVA two-way Classification, Chi Square test of association, Chi Square test of independence.

UNIT V:

Time Series and Data Analysis: Fitting a trend line to a time series, Method of least Squares and Method of Moving Averages, Measure of Seasonal Variation.

Note: Related Case studies will be dealt with & micro-projects will be assigned.

Outcomes: At the end of this course, students will be able to

1. Understand different methods of data representation
2. Understand different methods of Tabulation and Graphical presentation of data
3. Analyse Linear Correlation and Regression Analysis
4. Evaluate Parametric and Non- Parametric Hypothesis Testing
5. Time Series and Data Analysis

Textbooks:

1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.

References:

1. J.K.Sharma “Business Statistics-Problems and Solutions” Pearson, 2010.
2. P N Arora” Comprehensives Statistics Methods” S. Chand, 2012.
3. Sharma” Business Statistics” Pearson, 2012.
4. Priti R Majhi, Praful K Khatua, Research Methodology, HPH, 2013
5. Donald R Cooper et. al., Business Research Methods, TMH, 11/e 2013.
6. Zikmund, Business Research Methods, Cengage, 2012.
7. S C Gupta,” Fundamentals of Statistics”, HPH, 2012

21BM6211 - HUMAN RESOURCE MANAGEMENT

Course Objectives: The course enables the students

1. To understand various terms in HRM.
2. To be able manage the human resources of an organization effectively and efficiently.

UNIT I:

Introduction to HRM: Introduction to HRM – Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work - Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System’s – Labor Legislation in India – HR Score Card developed by TVRLS India. Human Resource Information System (HRIS) - e HRM.

UNIT II:

Recruitment and Selection: Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

UNIT III:

Performance Appraisal, Training & Development: Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program – Training Methods, Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs.

UNIT IV:

Compensation: Basic Factors in Determining pay structure – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement Benefits – Personal Services & Family friendly benefits –Payment of Wages Act, Minimum Wages Act.

UNIT V:

Employee Relations: Labor Movement – Collective Bargaining Process – Grievances, Grievance Redressal Procedure – Managing Dismissals – Employee Safety and Health – Workers Participation in Management – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act.

Note: Related Case studies will be dealt with & micro-projects will be assigned.

Outcomes: At the end of this course, students will be able to

1. Understand the basic HR concepts.
2. Learn the process of recruitment and selection practices in the organization.
3. Training and Evaluation of the Employee performance through appraisal process.
4. Analyzing & calculating of compensation plan.
5. Understand & Maintain good employee relations.

Textbooks:

1. Gary Dessler, “Human Resource Management”, 12th Edition, Pearson- 2012.

References:

1. C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.
2. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.
3. Dennis R. Briscoe et al, International HRM, Routledge, 2013.
4. Wayne.F.Cascio, Ranjeet Nambudiri, “Managing Human Resource Management”, 8th Edition, TMH, 2010.
5. Seema Sanghi, “Human Resource Management” Macmillan, 2012
6. Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.
7. Uday Kumar Halder, Juthika Sarkar, “Human Resource Management”, Oxford, 2012

21BM6212 - MARKETING MANAGEMENT

Course Objectives: The course enables the students

1. To understand the basic marketing concepts and their applications in the markets.

UNIT I:

Introduction to Marketing and Market Research: Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, and Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research.

UNIT II:

Analysing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision Making, Building Customer Value, Analysing Consumer Markets – Consumer Behaviour – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development., New Service Development, Stages of Product/ Service innovation development.

UNIT III:

Distribution, Promotion & Communication Strategies: Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.

UNIT IV:

Pricing Decisions & Personal Communication: Importance of price, cost determinant of price, mark-up pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, green marketing.

UNIT V:

Designing a Customer Driven Strategy: Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies.

Note: Related Case studies will be dealt with & micro-projects will be assigned.

Outcomes: At the end of this course, students will be able to

1. Understand Marketing and Market Research
2. Analyze Marketing Opportunities, Customer Value and Marketing Mix
3. Evaluate Distribution, Promotion & Communication Strategies
4. Analyze Pricing Decisions & Personal Communication
5. Evaluate Customer Driven Strategies

Textbooks:

1. Philip Kotler, Gray Armstrong, Principles of Marketing, 15e, Pearson Education, 2016.
2. Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.

References:

1. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
2. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
3. Arun Kumar & N. Meenakshi, Marketing Management, Vikas, 2012
4. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

21BM6213 - FINANCIAL MANAGEMENT

***The students need Discounting Table and Annuity tables for the examination.**

Course Objectives: The course enables the students

1. To give an overview of the problems facing a financial manager in the commercial world.
2. To learn the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

UNIT I:

The Finance Function: Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Objectives of Financial Management; Functions of Finance Manager, Concept of Time Value of Money – Future Value and Present value and the basic valuation model. Cases on Time Value of Money.

UNIT II:

The Investment Decision: Investment decision process. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques – Traditional and DCF methods. The NPV vs. IRR Debate; Capital budgeting decision under conditions of risk and uncertainty. Simple Problems on Capital Budgeting. **Cost of Capital:** Concept and measurement of cost of capital, Cost of Debt, cost of equity, preference shares, retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions. Simple Problems on WACC.

UNIT III:

Capital Structure and Dividend Decisions: Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy - dividends and valuation of the firm - the basic models.

Declaration and payment of dividends. Forms of Dividend Issues. Dividends and valuation; Major theories - Gordon, Walter and Lintner. A brief discussion on dividend policies of Indian companies. Simple Problems on Dividend Analysis.

UNIT IV:

Working Capital Management: Working Capital Management: Components of working capital, determinants of working capital needs, and the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit, regulation of bank finance. Simple Problems on Working Capital.

UNIT V:

Management of Current Assets: Management of cash – Basic strategies for cash management, cash planning, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Management of receivables - Credit policy, credit evaluation of individual accounts, monitoring receivables, factoring. Management of inventory- Inventory management process, Inventory control systems, EOQ, Stores Ledger, and Levels of Inventory Management.

Note: Related Case studies will be dealt with& micro-projects will be assigned.

Outcomes: At the end of this course, students will be able to

1. Understand goals of financial function
2. Analyzing investment criteria and decision process
3. Evaluate capital structure and Dividend Decisions
4. Analyze Working Capital Management
5. Evaluate the Management of Current Assets

Textbooks:

1. I M Pandey, Financial Management, 11 e, Vikas Publications, 2015.
2. M.Y Khan, P K Jain, Financial Management-Text and Problems, TMH, 2015.

References:

1. James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi.
2. Eugene F.Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
3. Arindam Banerjee, Financial Management, Oxford Publications, 2016.
4. Rajesh Kothari, Financial Management A contemporary Approach, Sage publications,

21BM6214 - QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Objective: The course enables the students

1. To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

UNIT - I:

Introduction to Operations Research: Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

UNIT - II:

Linear Programming Method: Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP. Simple problems on LPP

UNIT - III:

Assignment Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, Simple Problems on assignment problem.

Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by Modi Method, unbalanced Supply and demand, Degeneracy and its resolution. Simple Problems on Transportation problem.

UNIT - IV:

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree. Simple problems on Decision Making

Network Analysis – Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time, Project Crashing. Simple Problems on CPM and PERT

UNIT - V:

Queuing Theory: Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population. Simple Problems on Queuing Model. Game theory, Saddle point, Value of the Game. Problems on Game theory

Learning Outcome: Students will be able to understand

1. The course covers origin and application of OR,
2. Linear Programming Method,
3. Decision Theory and queuing theory.
4. These concepts help the student in taking decisions for business.

Textbooks:

1. S.D. Sharma, Operations Research, Kedarnath Ramnath and Company.

References:

- 1.R. Pannerselvam, Operations Research, Prentice Hall International, 3e,2012
- 2.J.K. Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
- 3.Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
- 4.Cengage Learning, 2013.
- 5.HamdyA.Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.

21BM6215 - ENTREPRENEURSHIP

Course Objectives: The course enables the students

1. To understand the Entrepreneurial process and also inspire them to become Entrepreneurs.

UNIT-I:

Understanding Entrepreneurial Mind-set: The revolution impact of entrepreneurship - The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs - Approaches to entrepreneurship - Process approach - Role of entrepreneurship in economic development - Twenty first century trends in entrepreneurship.

UNIT-II:

Entrepreneurial Personality: The individual entrepreneurial mind-set and Personality- The entrepreneurial journey - Stress and the entrepreneur - the entrepreneurial ego – Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behaviour Entrepreneurial competencies. Corporate Entrepreneurial Mind-set, the nature of corporate entrepreneur-conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

UNIT-III:

Launching Entrepreneurial Ventures: Opportunities identification- Finding gaps in the market place – techniques for generating ideas- entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures - Creating new ventures - Acquiring an Established entrepreneurial venture – Franchising - advantage and disadvantages of Franchising.

UNIT-IV:

Legal challenges and Feasibility Analysis of Entrepreneurship: Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

UNIT-V:

Strategic perspectives in Entrepreneurship: Strategic planning - Strategic actions- strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship. Note: Related Case studies will be dealt with& micro-projects will be assigned.

Outcomes: At the end of this course, students will be able to

1. Understand mindset of the entrepreneurs
2. Understand the Entrepreneurial Personality
3. Identify ventures for launching
4. Develop an idea on the legal framework.
5. Develop Strategic perspectives in entrepreneurship.

Text Books

1. D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.

Reference Books

1. Bruce R. Barringer/R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
2. S.S. Khanka, Entrepreneurship Development, S. Chand Publications, 2015.
3. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
4. Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012.

21BM6216 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objective: The course enables the students

1. To understand the importance of Supply chain management in present Business context.

UNIT – I:

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management- Customer service and retention- Basic service capability Value added services.

UNIT – II:

Measuring logistics costs and Performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis – direct product profitability – cost drivers and activity-based costing.

UNIT – III:

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.

UNIT – IV:

Sourcing, Transporting and Pricing Products: Sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect – Impact of lack of coordination. - CRM – Internal supply chain management.

UNIT – V:

Managing Global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains - Global supply chain business processes – Global strategy – Global purchasing – Global logistics – Channels in Global logistics – Global alliances – Issues and Challenges in Global Supply Chain Management.

Learning Outcome: Students will be able to understand

1. Growing importance of Logistics and Supply Chain Management
2. LSCM Costs and Performance
3. Benchmarking in SCM
4. Sourcing and transportation
5. Global aspects in SCM

Textbooks:

- 1,Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.

References:

1. Donald J. Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
3. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
4. Deepak P, Milind M.Oka: “Supply Chain Management” Everest Publishing House, New Delhi.
5. Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers

21BM6261 - INTELLECTUAL PROPERTY RIGHTS

Course Objective: To make students understand about Intellectual Property Rights and related components.

UNIT - I:

Introduction to Intellectual Property & Trade Marks: Introduction, types of Intellectual Property .international organization, agency and treaties, importance of Intellectual Property rights. Trade Marks: Purpose and functions of trademarks, acquisition of trademarks rights, Protectable matter .selecting and evaluating trade mark, trademark registration processes.

UNIT - II:

Law of Copyrights & Patents: Fundamentals of copy right law, originality of material, rights of reproduction, right to perform the work publicity copy right ownership issues, copy right registrations, notice of copy right, international copy right law. Law of Patents: Foundations of patents law, patent searching process, ownership rights and transfer.

UNIT –III:

Trade Secrets: Trade secretes law; determination of trade secretes status, liability for misappropriation of trade secrets, protection for submission, trade litigation. Unfair Competition: Misappropriation right of publicity. False advertising-Case Studies

UNIT –IV:

New developments in IPR: New development in trade mark: copy right law .patent law, Intellectual property audits- Case Studies

UNIT- V:

International overview on Intellectual Property. International –trade mark law, copy right law, international patent law, international development in trade secrets law- Case Studies.

Learning Outcome: Students will be able to understand

1. Intellectual Property Rights and Trade Marks
2. Law of Copy Rights and Law of Patents
3. Trade Secrets and Unfair Competition
4. New Developments in IPR
5. IPR in International context

Textbooks:

1. Intellectual property Rights, Deborah.E. Bouchoux, Cengage Learning,
2. Intellectual Property Rights, Unleash the Knowledge Economy, PrabuddhaGanguly, TMH Publishing Company Ltd.

21BM6262 - INTERNATIONAL BUSINESS

Course Objective: To understand the International Business theories and methods, Economic Environment, Strategic and Operational issues of IB.

UNIT - I:

Introduction to International Business- Need for International Business- Drivers of Globalization- Distinction between Domestic and International Business- International Business Approaches - Modes of International Business - Impediments in international Business- Opportunities and Challenges of International Business - Multi National Corporation (MNCs) - International Business Environment- Cultural, Political and Technological Environment.

UNIT - II:

International Trade Theories: Mercantilism- Absolute Advantage Theory- Comparative Advantage Theory- Product Life cycle theory- New Trade Cycle theory- National Competitive advantage- India's Foreign Trade- Foreign Direct Investment in India- Balance of Payments.

UNIT - III:

International Business and Economic Integration: Levels of Economic Integration Benefits and Challenges of Economic Integration- Free Trade Agreement (FTA)- The Customs Union, The Common market, The Economic Union. Arguments surrounding Economic Integration, Regional Economic Groups, European Union, NAFTA, ASEAN, SAARC. Multilateral Trade agreements- GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

UNIT - IV:

Strategy and Structure of International Business: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances- Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance development process, Economic Considerations for Strategic alliances. Organizational Design Factors influencing organizational Structure – organizational Structures- Choosing a structure, issues in Global Organizational Design.

UNIT - V:

International Business Operations: Issues involving International Production- Sourcing and vertical Integration, - Major activities in International Marketing- Brand Decisions Issues of International Financial management- Forex market, International Monetary System, International Financial Markets- Export Financing- Managing International HR Activities- HR Planning, Recruitment and selection, Expatriate Selection. Cross Cultural Issues in International Business.

Note: Related Case studies will be dealt with & micro-projects will be assigned.

Learning Outcome: Students will be able to understand

6. Importance of International Business
7. International Trade theories
8. International Economic environment
9. Strategic and operational issues of IB.

Textbooks:

Rakesh Mohan Josh, International Business, Oxford University Press, 2009

References:

1. Michael R. Czinkota, Iika A. Ronkainen, Michael H. Moffett, International Business, 7e, Cengage Learning, 2008.
2. K Ashwatappa, International Business, 6e, Mc Graw Hill, 2015.
3. Sanjay Misra, P.K. Yadav, International Business, PHI, 2009.
4. Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, International Business, 11e, Mc Graw Hill, 2019.
5. Subba Rao, International Business, Himalaya Publications, 2000

21BM6263 - MANAGEMENT INFORMATION SYSTEM

Course Objective: The course enables the students

1. To understand the importance of information systems in organization for decision making.

UNIT - I:

Introduction : MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

UNIT - II:

Business Applications of Information Systems: E-Commerce, ERP Systems, DSS, Business Intelligence, and Knowledge Management System.

UNIT- III:

Management of IS: Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

UNIT - IV:

Building of Information Systems: System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

UNIT - V:

Introduction to Cyber Crime: Cyber space; cyber law; e-business; e - consumers; spam; phishing. Cybercrime and information security, cyber criminals , Classification of cyber criminals - Indian Perspectives - Cybercrimes and Indian IT Act 2000, Global perspective on cybercrime - Cybercrime era.

Course Outcome: Students will be able to understand

1. Concepts & applications of Management Information Systems.
2. Information Systems Planning & Implementations.
3. Cybercrime and information security.

Textbooks:

1 Management Information Systems Text and Cases, Jawadekar, Tata Mc Graw Hill, 2012.

References:

1. Management Information Systems, Laudon & Laudon, Pearson, 2015.
2. Management Information Systems – Managerial Perspective, D P Goyal, MacMillan, 3e Edition, 2010.
3. Management Information Systems, Kelkar, Prentice Hall India, 2012

21BM6264 - HOSPITALITY AND TOURISM MANAGEMENT

Course Objectives: The aim of the course is to provide elementary knowledge of tourism industry including transportation, hotel, destination and future scopes.

UNIT – I

Hospitality Management/Industry: Introduction of the Hospitality Industry. Origin & Nature, Evolution and Growth of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management, Training for Hospitality Management.

UNIT – II

Tourism and Hospitality: Definition of Tourism, Evolution of Tourism Industry, Components of Tourism, Concept of Domestic & International Tourism, Basic Travel Regulation, Significance & Impacts of Tourism: Socio- Cultural, Economic & Environmental. Typologies of Tourism, Travel Motivators. Tourism products of India (Worlds Heritage Countries)

UNIT – III

Hotel Management Overview of the Accommodation Industry, Hotel Organization Structure. Classification of Hotels, Departments of Hotel, Hotel Categories – Star Rating, Types of Hotel Rooms, Plans & Rates. Front Office & its Co-ordination with Other Departments.

Food & Beverages: Organization Chart of Housekeeping Departments, Responsibilities, Traits & Duties of House Keeping Staff, Knowledge of other Departments, Menu, The cover, Service Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages, Conference & Convention Management.

UNIT – IV

Laws & Guidelines: Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits required for Hotels National & International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAL.

UNIT-V

Marketing for Hospitality and Tourism: Service Characteristics Segmentation, Targeting and Positioning of Hospitality Industry, Marketing Mix and Marketing Strategies for Hospitality and Tourism.

Course Outcome: Students will be able to understand

1. Hospitality Industry in Today's Scenario
2. Tourism products of India

3. Hotel Management and Food & Beverages
4. Laws & Guidelines of Travel Agency

Textbooks:

1 Kotler Philip, Bowen John and Makens James – Marketing for Hospitality and Tourism (Pearson Education, 3rd Ed.)

References:

1. Stephen Ball, Jones Peter, Kirk David and Lockwood Andrew – Hospitality Operations. A System Approach (Cengage **Learning**, 1st ED.)
2. James A Bardi – Hotel Front Office Management (Wiley).
3. G. Raghubalan, Smritee Raghubalan – Hotel House Keeping (Oxford University Press)
4. Sudhir Andrews – Hotel House Keeping Training Manual (Tata Mc Graw Hill, 1st Ed.)
5. Negi Jagmohan – Hotel and Tourism Laws (Frank Brothers)
6. Michael Flynn, Caroline Ritchie – Public House and Beverage Management (Butterworth).
7. Lee-Ross Darren – HRM in Tourism and Hospitality (Cengage Learning, 1st Ed.)

21BM6281 - INDUSTRY ANALYSIS REPORT & EVALUATION

FOLLOWED BY SEMINAR AND VIVA VOCE

Students can choose a specific Industry for Analysis and write their observations as to the trend; future prospects, problems etc., based on secondary sources of data such as Economic Times, Financial Express, Centre for Monitoring Indian Economy (CMIE) etc.

The Evaluation of the Industry Analysis Report followed by Seminar and Viva-voce will be for 100 marks done internally.